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<b>Estates Committee</b>
<b>Minutes</b>

<b>Meeting Time and Date</b>	<b>0900 on 29 November 2022</b>
<b>Meeting Location</b>	<b>Zoom Online</b>
<b>Members</b>	Ralph Luck OBE (Chair)  Dr Beryl de Souza  Peter Doble Alex Lane  Roger McClure  Sarah Moreland MBE Stephen Way Christine Bianchin (Principal)  Sarah Seery (Staff Governor)  Rosie Evans (Student Governor) Casandra Fox (Student Governor) Bradley Hannigan (Student Governor) Kieran Careford (Reserve Student Governor)
<b>Observers</b>	Nolan Smith (Fusion) – Item 3 only  James Bryan (HR)  Denise Cheng-Carter (Finance)  Denise Lloyd (Academic) David Scott (Estates) 
<b>Minute Taker</b>	Joanne Coffey (Clerk) 
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	<b>Action</b>
<p><b>1. Welcome and Apologies</b></p> <p>1.1. Apologies were received from Stephen Way and Bradley Hannigan.</p>	
<p><b>2. Declaration of Interests</b></p> <p>2.1. None.</p>	
<p><b>3. Report on the Crystal Palace and Mottingham Capital Project (Decision)</b></p> <p>3.1. Nolan Smith of Fusion, the College’s project managers, presented an update on the Mottingham capital build.</p> <p>3.2. The project planning application was approved by the London Borough of Bromley on 8 November 2022, pending the signing of the consent (Section 106) and obtaining the GLA’s approval. Thanks were given to the Principal, who attended the meeting of the Planning Panel.</p>	

<p>3.3. The Section 106 items included four items to resolve and these were expected to be confirmed as completed by the Council's legal counsel in early December 2022. The Section 106 will cost £40k.</p> <p>3.4. One requirement was the submission of archaeological works. A watching brief, where the archaeologist oversees the foundation dig, was deemed more practical than a full archaeological dig, given that the ground had already been disturbed when the concrete was removed. Hence, a proposal was being submitted on this basis. However, this will have to be approved by Bromley.</p> <p>3.5. RPS had advised that the demolition of the glass house could now proceed.</p> <p>3.6. Governors queried why the Secretary of State for Health and Social Care was included in the agreement. This was likely due to a legal charge over the site which Fusion were currently awaiting clarification on. The Committee agreed that it would be prudent to request legal advice on whether they need to remain on the agreement and, if they do, to ascertain if there were any consequences beyond the overage that would occur on any future sale of the land. This will be reported back in December.</p> <p>3.7. Governors also sought clarification that the bus shelters would be provided by the relevant party before September 2023, rather than at a later date within the usual 10 year period.</p> <p><b><u>Pricing</u></b></p> <p>3.8. The preferred contractor had made a revision in terms of the contractor's costings to £5.39m. This is minus the soft landscaping which the College will be completing itself.</p> <p>3.9. The CLT timber frame was being provided by a specialist timber firm, Eurban, who would be sub-contracted by the contractor by instruction from the College/Fusion (hence not nominated).</p> <p>3.10. The contractor will take the full design responsibility under their own contingency. The College will require a £200k contingency fund for issues such as contamination of the ground.</p> <p>3.11. The total cost of the project will be £7.5m. The Greater London Authority's (GLA) contribution will be £5.3m (offset completely to Mottingham), which will leave £2.2m remaining for the College to pay.</p> <p>3.12. The Governing Body had originally approved £6.6m for the project which was based on costings from the contractor in March 2022. The additional £952k was due to market inflation and increasing supply costs and this will be funded by the College's reserves. There were also design variances such as the green roof (£100k) and now the Section 106 costs.</p> <p>3.13. It was confirmed that the revised price would be valid until the end of January 2023. Any further inflation increases were embedded in the projected increase for 2023-24. Governors queried if there would be additional inflation if Section 106 went beyond the end of January. Although the price would rise after January, as the Section 106 was not complex, it was not expected to be in place</p>	<p style="text-align: center;"><b>Finance (Completed: Paper 11i, page 1)</b></p>
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<p>after December 2022 if the Secretary of State's consent was needed.</p> <p>3.14. In terms of the contractor's own contingency, Fusion had worked with them, having worked them for the last 20 years. They deemed them to be financially robust with a good reputation.</p> <p>3.15. A bid of £1.6m bid had been made to the GLA for inflationary capital support after being asked to confirm if additional funds may be required. However, as the probability of this being granted was low, the College were considering the sale of one of its assets, a Bulls Cross Lodge, a cottage in Enfield, to raise £1.5-2m. This would then provide enough cash to safeguard the College's financial health. This was prudent considering the operating surplus would be zero for the current financial year.</p> <p>3.16. Governors were concerned that the £200k contingency was too low, given that additional funds were often needed in these types of projects. Fusion reiterated that the College are protected from any design contingency matters and that this was only for ground issues, planning increases or BREAM items.</p> <p>3.17. Governors queried if there was a budget for the decanting and relocation of staff and students during the build. Costs to manage the site had been factored into the existing budget but a temporary modular building and additional catering and cleaning costs were in addition, but manageable.</p> <p>3.18. Furniture, Fixtures and Equipment (FF&amp;E) have been provided for within the project budget. Governors felt that this should be ring fenced and not considered a further contingency as often happens in such projects.</p> <p>3.19. It was noted that Crystal Palace was currently closed due to health and safety issues with the stadium.</p> <p>3.20. As further discussion on the project was requested due to the increases in cost it was pointed out that and if the capital build does not go ahead, £700k would need to be written off.</p> <p>3.21. Governors reiterated the need to have a full picture of the costs to ensure against any unforeseen expenses.</p> <p><b><u>Timing</u></b></p> <p>3.22. As the 7-week gap could be filled by beginning work on the removal of the glasshouse and site demolition, this was being recommended to be two separate contracts with the construction company. This period would also run parallel to the decision being made on the GLA funding and their signing off on planning permission.</p> <p>3.23. The GLA had acknowledged that all London capital works projects were having similar issues with delays and inflation.</p> <p>3.24. Governors agreed with the proposal to demolish the glasshouse as separate enabling works.</p> <p>3.25. A decision, in principle, will be recommended to the Board on 14 December 2022, to agree for the building contract to be signed in</p>	
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<p>January 2023, once the GLA's decision is known. The final recommendation will be made in January 2023.</p> <p><b>Resolved to</b></p> <p>3.26. <b>Agree to instruct demolition works on the glasshouse as soon as possible.</b></p>	
<p><b>4. Election of a Vice Chair of the Estates Committee (Decision)</b></p> <p>4.1. Nominations had been sought by a proposer and seconder of the Estates Committee to elect a Vice Chair.</p> <p>4.2. As one candidate was not able to be present at the meeting, and another required more time to consider, the decision was deferred to the spring 2023 meeting.</p>	<p><b>Clerk (Mar 2023)</b></p>
<p><b>5. Minutes (Decision)</b></p> <p>5.1. Minute 9.11 was corrected to clarify that the Estates Team's offices were being utilised for exams.</p> <p>5.2. Minute 5.2 was revised to explain that the Financial Regulations would be reviewed when the new Deputy Principal of Finance is in post.</p> <p>5.3. Minutes 7.3 was corrected for grammar.</p> <p><b>Resolved to</b></p> <p>5.4. <b>Approve the minutes of the Estates Committee meeting held on 20 June 2022 as a correct record and authorise the Chair to approve them.</b></p>	<p><b>Clerk (Completed)</b></p>
<p><b>6. Matters Arising (Information)</b></p> <p>6.1. The Matters Arising were revised to clarify an abbreviation and correct grammar.</p> <p>6.2. Reference to the '<i>Crown procurement framework</i>' was amended to the correct name of '<i>Crown Commercial Services</i>'.</p>	<p><b>Clerk (Completed)</b></p>
<p><b>7. Report of the Health and Safety Officer (Information)</b></p> <p><b><u>Accident and Incident Reports</u></b></p> <p>7.1. The total number of incidents for the year (June 2022 to November 2022) is 12.</p> <p>7.2. This has significantly reduced and is likely to be connected to under-reporting from new staff. This will be addressed with senior College leaders and staff to emphasise the importance of report incidents and near misses.</p> <p>7.3. A RIDDOR injury had been recorded where a staff member tripped on the bottom step of a 'servant staircase' that was impacted by low lighting, causing a fracture. This was mainly due to a special light fitting being required that was delayed due to supplier delays. The lighting had now been restored and the staircase had also ceased use.</p> <p>7.4. Governors were concerned about the low turnout of staff at the internal Health and Safety Committee meetings, even though they</p>	

<p>took place online. Being a land-based College, health and safety was paramount to staff, students and visitors' wellbeing.</p> <p>7.5. It was agreed to make it a requirement that staff nominate a deputy if they cannot attend, due to the importance of these statutory meetings. The induction process would also be reviewed to ensure that staff are well-versed on health and safety, and the Staff Governor felt that direct communication from the Health and Safety Officer (Executive Director of Estates and Facilities) would be a welcome addition, to which David Scott agreed to pursue.</p> <p>7.6. As visitors' children had been involved in some incidents at the College, such as tripping over or animal bites, Governors advised that a clear safety message should be included in marketing materials and signage. It should advise parents of the need to be alert to the potential hazards whilst also clarifying that they are legally responsible for their children' safety whilst on the College grounds. David Scott will liaise with Marketing about suitable notices and this will also be included in the safeguarding pack that visitors are provided with.</p> <p>7.7. Governors further suggested that the College considers appointing a dedicated Health and Safety Officer considering the importance of this at a land-based College with 6 sites with animas. This would also free up the responsibilities for the Executive Director of Estates and Facilities and the Centre Managers who were all over-stretched.</p>	<p><b>Estates</b></p> <p><b>Estates</b></p> <p><b>Principal</b></p>
<p><b>8. Report of the Estates Director (Decision)</b></p> <p><b><u>Brooks Farm</u></b></p> <p>8.1. The Committee discussed the communication to staff of the Brooks Farm campus.</p> <p>8.2. It was clarified that the correct protocol was followed in communicating the closure to staff, supported by HR and Marketing.</p> <p>8.3. The London Borough of Waltham Forest were informed first, followed by staff and students and then a public announcement was made on social media.</p> <p>8.4. Governors requested that a further report was received at the Full Governing Body meeting in December to update on the consequences of the announcement.</p> <p><b><u>Leases</u></b></p> <p>8.5. There had been no further progress with the Crystal Palace Park and Gunnersbury Park leases since the previous Board meeting.</p> <p>8.6. The Royal Parks lease had been extended to 2024 for the campus at The Regent's Park. As the only options to extend further would involve the College having to fund another building in the Park, or relinquish tenancy, the College will begin searching for an alternative Central London site.</p>	<p><b>Principal (Completed: Paper 6)</b></p>

<p><b><u>Bulls Cross Lodge</u></b></p> <p>8.7. As discussed, with regards to liquidating funds for the Mottingham build, a full valuation was being conducted on the sale of Bulls Cross Lodge.</p> <p>8.8. The Chair of Estates to liaise with the Executive Director of Estates and Facilities to secure the appointment of the lead planner. This will then provide the key information necessary for the Board to make a decision on the sale.</p> <p>8.9. As a local football club had expressed an interest in acquiring the cottage, further details will be sought to confirm their intended usage before an offer is considered.</p> <p><b><u>Enfield Reception</u></b></p> <p>8.10. Governors noticed that the reception staff at Enfield's Duchess of Devonshire Building were dealing with poor climate control, with it being too cold in the winter and too warm in the summer. A plan was already in place to upgrade the heating and cooling system for this building.</p> <p><b><u>Animal Collections Policy</u></b></p> <p>8.11. It was thought more appropriate to include the Animal Collection Policy with the Estates remit for review, rather than with the Academic Committee due to the Corporate liability element of running zoo licenced animal collections. In terms of operational implementation, this will be overseen by the School of Animal Management with the support of other departments as appropriate.</p> <p>8.12. The Committee agreed with this approach, given that the two zoo licences involved corporate liability.</p> <p><b>Resolved to</b></p> <p>8.13. <b>Accept the Animal Collections Policy and recommend it to the Governing Body for adoption.</b></p> <p>8.14. The Chair of Governors requested sight of the Health and Safety Policy, which had not been re-presented due to non-significant revisions.</p> <p><b>Sarah Moreland and Cassandra Fox left the meeting.</b></p>	<p><b>Governing Body (Appendix I)</b></p> <p><b>Estates (Completed)</b></p>
<p><b>9. Estates Strategy (Decision)</b></p> <p>9.1. The Estates Strategy had been prepared by Fusion in conjunction with the College.</p> <p>9.2. The Estates Committee were invited to comment on the draft strategy prior to it being presented to the Governing Body on 14 December 2022.</p> <p>9.3. The Strategy Away Day on 6 February 2023 would provide a further forum to review the Estates Strategy.</p> <p>9.4. Some Governors had forwarded some revision requests and typos to David Scott and they were invited to send any further suggestions outside of the meeting.</p>	

<p>9.5. A Governor questioned the figure for Guided Learning Hours which underpinned the whole basis of the Strategy.</p> <p>9.6. As both Senior Management and parts of the Estates were currently in a state of flux, the draft Strategy provided a short-term overview to assist with capital funding bids. It presents an outline of the more urgent actions currently required to be progressed and an overview of the size of the Estate as contrasted with the Colleges guided learning hours.</p> <p>9.7. As more detail of the space requirements were still outstanding, such as an indoor/outdoor/online split of delivery and campus limitations, a more accurate, evidence-based analysis would be presented at the Strategy Day in February 2023. Governors had noted the lack of consideration of online learning which will be factored in, along with mixed delivery, as these impact on both space requirements and the infrastructure of the estates.</p> <p>9.8. It was agreed that the Estates Strategy was now moving in the right direction. The Staff Governor felt that, as the College's estates were the physical anchor to the College that it was a very important strategy document that will help staff and students to feel a sense of belonging, whilst also documenting the College's environmental aspirations.</p> <p><b>Resolved to</b></p> <p>9.9. <b>Confirm the current draft of the Estates Strategy and recommend it to the Strategic Away Day for further review, prior to the Governing Body finalising it on 29 March 2023.</b></p>	<p><b>Estates / Principal (Feb 2023)</b></p>
<p><b>10. AOB</b></p> <p>10.1. None.</p>	
<p><b>11. Date of next meeting</b></p> <p>11.1. The next Estates Committee meeting will take place on Monday 6 March, 2023 at 1000.</p>	

APPROVED MINUTES			
<b>CHAIR:</b>	Ralph Luck	<b>DATE:</b>	6 March 2023
<b>APPROVAL:</b>	<b>Remote confirmation:</b> Approved		
	<b>Or signed:</b>		